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OPTIONS FOR USIB REORGANIZATION

Introduction

The following options were organized after careful review of the comments by USIB principals. There is a general consensus that a USIB-type mechanism, by whatever name, should continue to exist. As a functional formulation, five areas or problems need to be served by whatever options are structured.

Each of the three options presented below contain elements which are designed to cope with all five of the functions discussed. In all instances, the Board or Boards which would be established would be advisory to the DCI, with no final decision responsibilities.

1. Coordination of the National Intelligence Production Effort

The DCI needs an advisory group of Community members to review and coordinate on major national intelligence estimative products and substantive output activities. This includes national estimates, selected interagency studies, and the information flow and dialogue on the Intelligence Community's warning and crisis network (e.g., alert memorandums).

2. Substantive Requirements Generation and Priorities

The basis for intelligence collection and production is the need for information from a foreign environment.

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These initial or substantive requirements are normally geo-topical expressions (target oriented) derived from information needs of the non-intelligence consumer world. Their structure is hierarchial, which means that the DCI requires a mechanism for the initial statement and prioritization of substantive requirements to serve as guidance to intelligence production and collection operations and planning. At the present time the KIQs, Perspectives, and DCID 1/2 Attachment serve this function. All are now subject to USIB review.

3. Collection Systems Requirements Coordination and Operational Guidance

Substantive requirements and priorities provide initial guidance to intelligence collection systems. However, each collection organization must expand, translate, and re-prioritize based upon operational variables to achieve the most effective information return. Under the USIB, the COMIREX, SIGINT Committee, and Human Resources Committee were charged with this function under USIB guidance and review. Additional functions in this area have to do with arrangements with foreign governments for intelligence purposes, which is a DCI responsibility.

4. Producer/Consumer Relationships and Consumer Research and Assessment

Intelligence is a service function and must have a continuous and effective dialogue with those it serves. In

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addition, intelligence organizations must constantly research the needs of its consumers. The NSCIC and the NSCIC Working Group represented an attempt to obtain direct inputs from consumers. There is still some feeling in the Community that the consumer research function should be addressed through an organized mechanism as well as through informal means.

5. Protection of Sources and Methods and Other Support Functions

The DCI requires an advisory group of senior Intelligence Community members to coordinate appropriate programs developed to properly protect intelligence sources, methods, and analytical procedures. With the heavy emphasis to downgrade and declassify intelligence information consistent with Executive Order No. 11652 for wider dissemination, functions and procedures to ensure the protection of sources and methods must be constantly researched to ensure proper implementation of both activities.

Additional support functions such as take place in the Information Handling Committee and the Committee on Exchanges are also currently reviewed by USIB, and their continued review is envisioned in the options.

Committee Reorientation

In all of the options presented for USIB reorganization the present committees would continue to function. They have been renamed DCI Committees in the options in order to

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emphasize the need for ~~SECRET~~ ~~Approved For Release 2004/09/03 : CIA-RDP91M00696R000800130004-1~~

tasking by the DCI for other Community support purposes such as the CFI. Their orientation in the options below stresses functional associations. For example, the substantively oriented committees are aligned in support of the National Production Mechanism, while the collection and support-oriented committees, most of whose chairmen are members of the IC Staff, are aligned functionally. Still other committees, such as COMEX, IDC, and CCPC, which represent services of common concern will operate as they have in the past.

Membership

The alternatives for membership in any reorganized USIB structure are designed to provide the broadest participation by the members of the Intelligence Community.

Alternative A provides that the membership consist of all of those organizations designated as being part of the Intelligence Community in Section I of Executive Order 11905. This would include CIA, NSA, DIA, NRO, Army, Navy, Air Force, FBI, State Department, Treasury, and ERDA.

Alternative B provides that the current membership and participant practices of the USIB be maintained with the military services as observers and NRO participating as required.

Alternative C provides that a reorganized USIB consist of only three permanent members, CIA, DIA, and State with

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all others having membership in an "on call" basis
participating only when items of direct interest to those
agencies are involved. In Alternative C the "on call"
members would be FBI, the military services, NSA, Treasury,
NRO, ERDA, and ACDA.

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OPTION I

-- Creates a National Foreign Intelligence Advisory Board; chaired by DCI.

-- Creates a National Production Mechanism to coordinate the substantive production committees -- WSSIC, EIC, STIC, JAEIC, and SAL to advise the DCI on national intelligence production with appropriate review by the NFIB.

-- Places the responsibility on the Intelligence Community Staff for coordinating the support of the collection committees (SIGINT, COMIREX, and HRC) and the support committees (Security and IHC) in support of the new NFIAB. However, the committees will report directly to the NFIAB.

-- Provides for direct NFIAB dialogue and designated meetings on consumer problems with the various agency and department members addressing their respective consumer views.

Pros

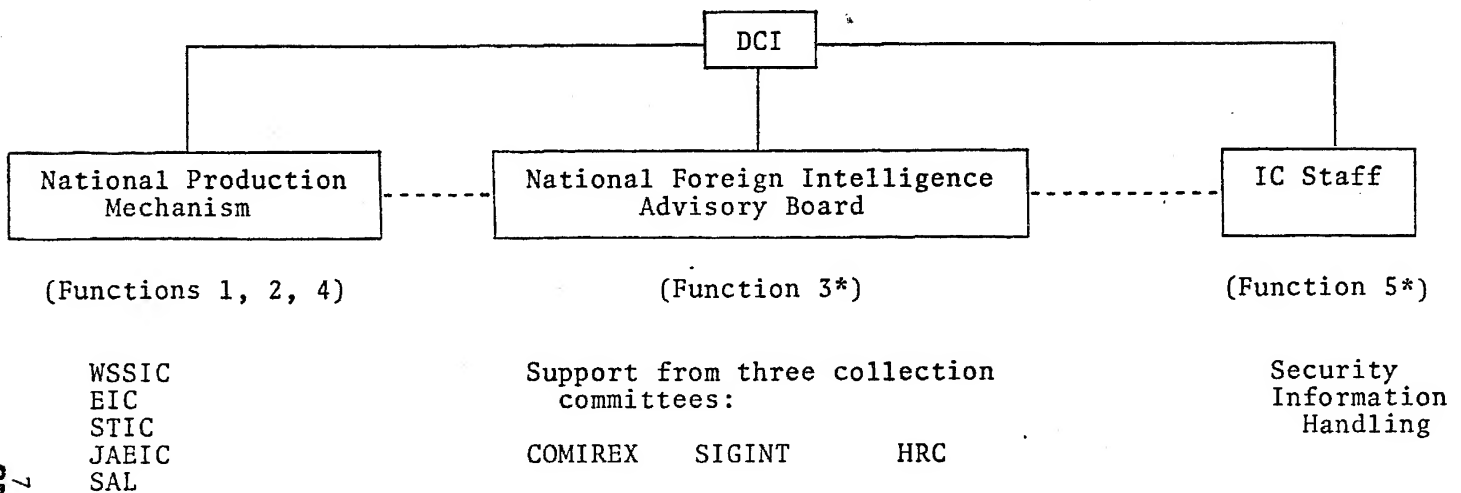
- Retains a single board with all Community members participating.
- Provides strong review and coordination for national production.
- Coordinates most support matters through the Intelligence Community Staff.
- Provides a central role for collection committees.

Cons

- Has appearance of little or no change except in new name for USIB.

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OPTION I



- Function 1. Coordination of the National Intelligence Production Effort
Function 2. Substantive Requirements Generation and Priorities
Function 3. Collection Systems Requirements Coordination and Operational Guidance
Function 4. Producer/Consumer Relationships and Assessments
Function 5. Protection of Sources and Methods and Other Support Functions

*Chairman and permanent committee staff part of IC Staff.

NOTE: CCPC, COMEX, and IDC continue to operate and provide services of common concern.

-- Creates a National Foreign Intelligence Advisory Board as replacement for USIB; chaired by the DCI.

-- Creates new National Intelligence Review Board chaired by the DCI with members being the chiefs of the intelligence production agencies (i.e., DIA, INR, CIA). The NIRB would be responsible for identifying major customer problems and reactions to intelligence products. It also would review substantive requirements generation and priorities. Principal consumers (e.g., Treasury, JCS, International Security Affairs/OSD, National Security Staff, Commerce, etc.) would be invited to the monthly meetings as appropriate.

-- Continues support to the NFIAB and the NIRB from all existing USIB committees.

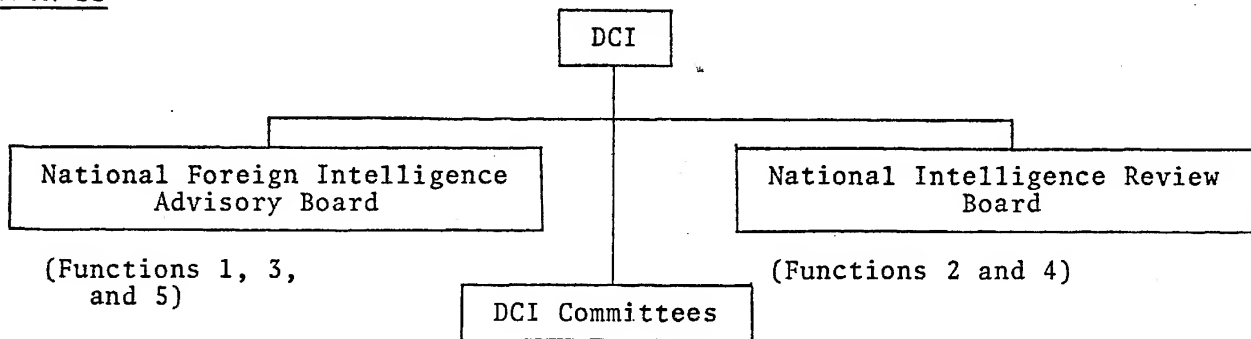
Pros

- Retains a single production-oriented board of all Community members including Services and NRO.
- Provides strong coordination of national production.
- Provides strong impetus for consumer research and assessment of product utility by making this a specific task for which chiefs of production organizations would be responsible to the DCI.
- Minimum disruption of present Community mechanisms.

Cons

- Except for dual boards, provides for little change from current USIB procedures.
- Dual boards increase meeting load of DCI and members.
- Advantages of NIRB unclear until specific program worked out.

OPTION II



WSSIC
STIC
EIC
JAEIC
SMG
COMIREX
SIGINT
HRC
IDC
COMEX
SECURITY
IHC
CCPC

- Function 1. Coordination of the National Intelligence Production Effort
Function 2. Substantive Requirements Generation and Priorities
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Function 5. Protection of Sources and Methods and Other Support Functions

*To support both NFIAB and NIRB.

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OPTION III

-- Creates a National Foreign Intelligence Production Board; chaired by the DCI.

-- Provides for support of the NFIAB by the existing substantive committees, i.e., WSSIC, JABIC, STIC, EIC, and SMG.

-- Creates a new National Intelligence Support Board, chaired by the D/DCI/IC, to deal with (a) integration of collection requirements and guidance, and (b) other support committee activities. Committees operating under this Board would be COMIREX, SIGINT, HRC, COMEX, IDC, and Security. Membership would be composed of the NFIPB principals or their deputies.

-- Creates a new National Intelligence Review Board chaired by the DCI with members being the chiefs of the intelligence production agencies (i.e., DIA, INR, CIA). The NIRB would be responsible for identifying major customers information needs and reactions to intelligence products. The Board would also review substantive requirements generation and priorities. Principal consumers, e.g., Treasury, JCS, DDR&E, National Security Affairs, NSC Staff, Commerce, Agriculture, ACDA, etc., would be invited to monthly meetings as appropriate.

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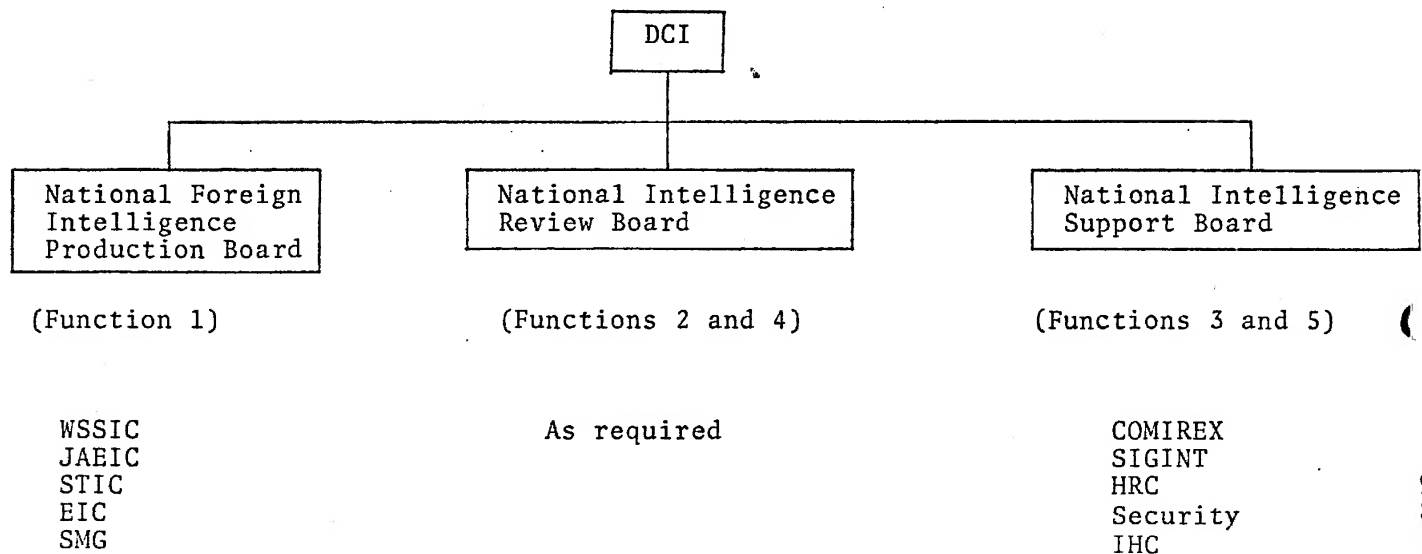
Pros

- Provides strong emphasis to National Intelligence.
- Provides strong impetus for consumer research and assessment of product utility.
- Provides a better alignment of Community resource and policy matters through the D/DCI/IC to CFI.
- Provides a balance of emphasis on national production and resource management role of the DCI.
- Provides for collection operations and priorities control.
- Provides a strong image of DCI's Community role.

Cons

- Creates three Boards and inherent interface problems.
- Functions and interface between IC Staff and NISB Committee vague.
- Administrative and technical support more complicated.

OPTION III



- Function 1. Coordination of the National Intelligence Production Effort
- Function 2. Substantive Requirements Generation and Priorities
- Function 3. Collection Systems Requirements Coordination and Operational Guidance
- Function 4. Producer/Consumer Relationships and Assessments
- Function 5. Protection of Sources and Methods and Other Support Functions

• NOTE: CCPC, COMEX and IDC continue to operate and provide services of common concern.